



**Col PJ McAneny**  
**AWC/DA**

***We Produce the Future***



# Course Design



*Develop America's Airmen Today ... for Tomorrow*

**This course is organized in 4 parts:**

- History/Current Status (Today's IP)
- Transformation (IP02 and IP03)
- Tools and Techniques (IP04-IP07)
- Understanding/Applying Transformation Tools of the Trade (IP08-IP10)



# Plan for the Day



*Develop America's Airmen Today ... for Tomorrow*

- **1<sup>st</sup> Hour - Brief Admin/Analysis of Kotter's Leading Change**
- **2<sup>nd</sup> Hour - Vision Statements and Metrics**
- **3<sup>rd</sup> Hour - Examine Rinehart's Partial Quality Thesis**



# Course Requirements



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## Reminder:

- Critical Book Analysis: 40%
  - Book selection due COB today. Not too late to change if you want. Tentative selections are:
    - **Voigt** - Fake Work
    - **Boswell** - The Toyota Way
    - **Kennedy** - A Sense of Urgency
    - **Jackson** - Critical Chain
    - **Lutes** - It's Not Luck
    - **Slaughter** - Avoiding the Pitfalls of Total Quality
    - **Ozgul** - Getting the Right Things Done
    - **Decker** - Office Kaizen
  - Recommend you read the IP #10 Student Scope Sheet and understand assignment before you begin reading.
    - **BE SURE YOU IDENTIFY AND ANALYZE THE AUTHOR'S THESIS**



# Personal Lean Series



*Develop America's Airmen Today ... for Tomorrow*

Don't expect the organization you lead to "act Lean" unless you're actively leading the way!!!

First of three short articles:

- Bill Peterson's Personal Lean Starter Kit
  - *University of Tennessee Course Instructor*



# Kotter's Leading Change

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- **What did you think of the book?**
- **What was the primary challenge that both Kotter and Creech mentioned? Is it a threat to National Security?**
- **What is the primary factor required for effective transformational change?**
- **Let's discuss Kotter's 8-Stage Process for Creating Major Change.**
  - **Where do you see potential pitfalls in the military environments**
  - **What about Kotter's “Organization of the Future”?**



# Strongly Recommended Reading

*Develop America's Airmen Today ... for Tom-*



- *Kotter on Leadership and Lifelong Learning*
  - 
  - Pages 175-186



# The “Vision Thing”



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- Firefighters
- “We are the best \_\_\_\_\_” rings hollow.
  - What’s better?
- What are the 3x Ground Rules
- What are the primary elements of a well-constructed vision statement?
  - What is “MOPS”?
- You are the new Commander of the \_\_\_\_\_ Group.
  - What considerations should you make in accordance with your group’s vision statement?



# Metrics -Aid or Burden?



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- The Seven Deadly Sins of Performance Measurement
  - Let's have some examples
- Redemption is better
  - The Four Steps
    - What?
    - How?
    - Systematic ...leads to accountability (Have you ever seen this directly applied to drive improvement?)
    - Culture



# Partial Quality?



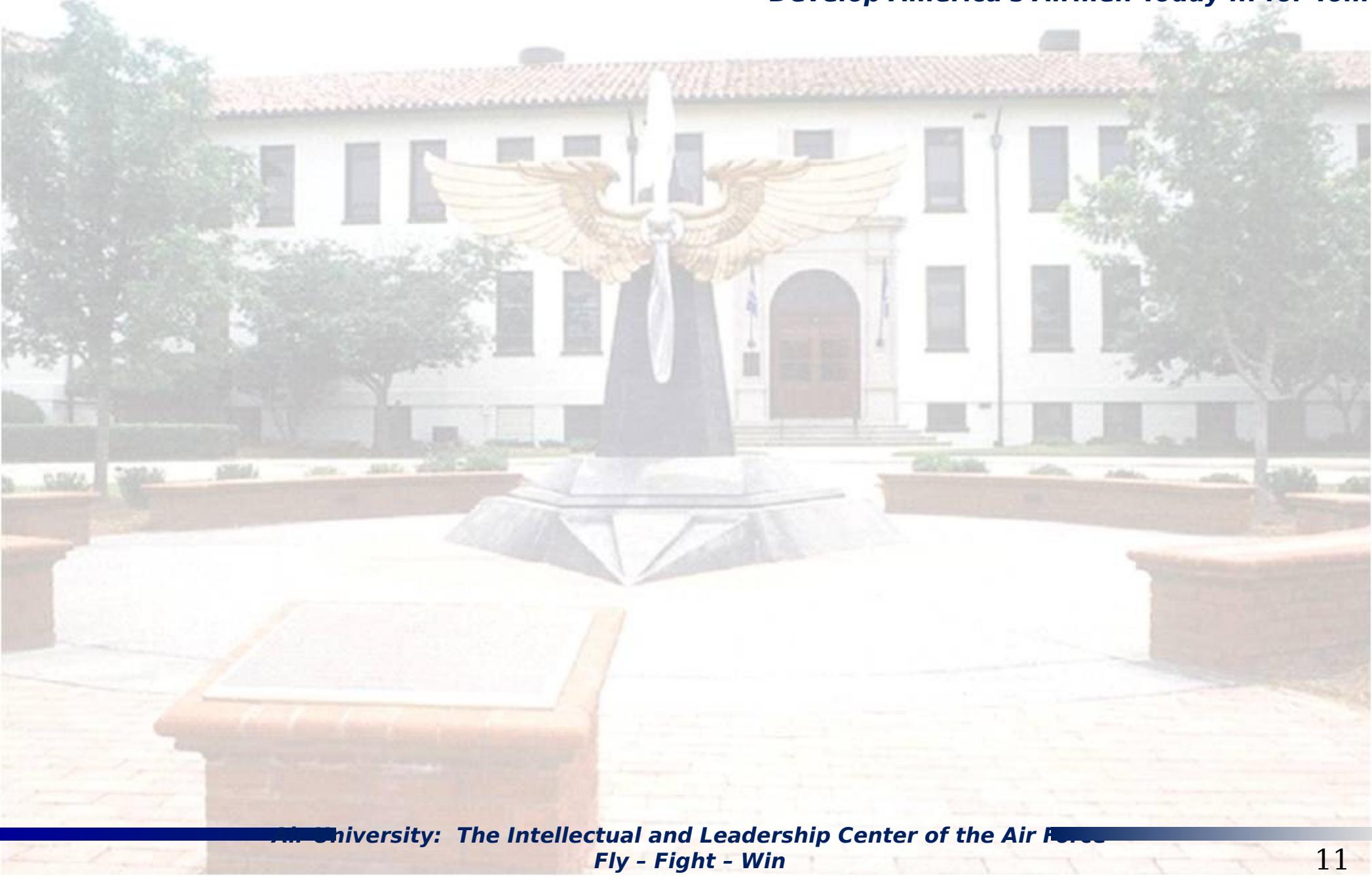
*Develop America's Airmen Today ... for Tomorrow*

- Who is Lt Col Rinehart? What's his thesis?
  - Kind of hard to find....
- What is his opinion, in general, about theories of CPI, etc.
- What are the four “pillars” of partial quality?
- Do you agree with his analysis?
  - All of it?
  - Part of it?
  - None of it?



# Take Aways

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# NEXT

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## IP03

*Transformation and the Inherent Challenges of Large Military Organizations*

*(Part 2 - With guest lecturer Col (ret) Bob Hamm)*

# *The Intellectual and Leadership Center of the Air Force*

*We Produce the Future...*

*One Student at a Time*

*Time*

*One Faculty Member at a Time*

*One Idea at a*





# GKN Aerospace Field Trip



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- **GKN Aerospace**

- Local firm about 40 minute drive from Maxwell AFB
- Like USAF a mature organization...but this company had to change culture to survive
- Easy to see transformation still ongoing
- When: IP09
  - Half day...maybe more
- How: POVs or possibly a bus
- Mandatory Attendance